
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS-881/State Foundation on Culture and the Arts

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I. Goals

The State Foundation on Culture and the Arts adopted its current strategic plan, effective FY2009 to FY2013 in July 2008. The planning process involved six facilitated sessions with the public on four islands. The plan was developed prior to the severe economic recession we are now experiencing. The strategies to implement the goals are now being reassessed, or revised, or in some cases removed per comments in Section III of this report. The plan includes the following goals:

- #1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii
- #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities
- #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners
- #4 – To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students
- #5 – To develop the Hawaii State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities

II. Objectives and Policies

Objectives and policies of the FY2009-2013 strategic plan are as follows:

- A. Goal #1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii
 - 1. Identify and seek more funding resources in support of culture and the arts, particularly for the Biennium Grants Program

2. Develop partnerships for funding, programs, and broadening the impact of HSFCA's efforts (with state agencies, national and regional organizations, arts organizations and communities)
3. Maintain a clear and substantive relationship with funders, including the National Endowment for the Arts and the private sector
4. Provide training for and collaboration with constituency leaders to better reach our core constituencies
5. Encourage professional development and capacity-building opportunities for arts organizations, cultural groups, and individual artists
6. Establish a systematic process to recognize excellence in arts and culture
7. Represent Hawaii in national and regional arts organizations, boards and committees, including hosting the National Assembly of State Arts Agencies and the Western States Arts Federation meetings

B. Goal #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities

1. Seek new sites for relocatable works of art and commissioned works on Neighbor Islands and increase the rotation of the collection
2. Develop traveling exhibitions and interactive experiences
3. Ensure that permanent works of art are commissioned in rural communities and the Neighbor Islands
4. Develop and conduct Request for Proposal grant process for the Temporary Assistance for Needy Families' funds to ensure funds target underserved communities and organizations
5. Conduct an open call for Requests for Proposals specifically targeting Neighbor Islands and underserved communities
6. Digitize collections and program information, with web access
7. Create a cultural community scanning program to better understand their needs and opportunities

C. Goal #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners

1. Establish practical partnerships that extend the scope and reach of core programming
2. Focus and strengthen public support for indigenous culture and the arts and indigenous artists and cultural practitioners
3. Seek opportunities to purchase relocatable works of art
4. Sponsor regular indigenous art exhibits at HiSAM

5. Develop economic opportunities for traditional artists and practitioners as part of HiSAM and HSFCA programs and venues
 6. Develop and establish criteria for identifying master artists of traditional art forms
 7. Celebrate the 25th anniversary of the HSFCA Folk Arts Program (2009) through related exhibit, artist gatherings and public events
- D. Goal #4 – To increase opportunities for arts education and experiences, especially for Pre-K-12 grade level students
1. Continue, expand, improve professional development opportunities for teachers and artists
 2. Further develop and evaluate the quality of the Artists in the Schools Program
 3. Increase opportunities for Artists in the Schools on the Neighbor Islands
 4. Promote and increase opportunities to work with and through the ARTS FIRST Partnership
 5. Explore ways to link compatible programs with arts education focus – e.g., developing a folk arts’ teachers and practitioners roster for the schools
- E. Goal #5 – To develop the Hawaii State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities
1. Increase attendance and participation in HiSAM activities with the goal of matching attendance levels of comparable museums by 2012
 2. Extend the resources and brand of HiSAM to the Neighbor Islands through traveling exhibits and interactive experiences
 3. Develop and implement a staffing, volunteer and program plan in coordination with Friends of HiSAM to meet program and participation targets
 4. Develop a facilities master plan, integrating exhibition, educational, experiential and support needs
 5. Develop the public’s virtual access to exhibits, programs, and educational information
 6. Implement multi-year plan for private, corporate and foundation funding support through the Friends of HiSAM

III. Action Plan with Timetable

- A. The following reflects past year accomplishments and projected accomplishments for FY2012 to the SFCA's Strategic Plan (Note: Given major cuts in staffing in FY 2010, the agency convened a transition plan to prioritize tasks and projects in FY 2011. A series of meetings concluded in May 2011 to assess our effectiveness in accomplishing strategic plan objectives in FY 2011 and to review the need to possibly realign objectives and action steps.)
1. Goal #1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii.
 - a. Past Year Accomplishments: Continued partnerships with local, regional and national arts organizations to strengthen the national arts network. Maintained federal partnership grant from National Endowment for the Arts (NEA) at \$758,400. Represented HSFCA at national and western region leadership meetings. Continuing to build online application programs with help from Western States Arts Federation (WESTAF). Subscribed to economic data research project by WESTAF to inform reports and funding proposals submitted on behalf of the agency. Awarded 115 grants through the Biennium Grants Program at \$1,300,000. Completed Artist in Residence projects at Kapolei High School and Keoneula and Mililani-Ike Elementary Schools. Began work on Sculpture Garden at No. 1 Capitol District. IT accomplishments include continued linking State Collection to custom Pearl database, composing virtual tours of exhibits in the Hawaii State Art Museum, continuing with digitization of collection. Mounted 2 new exhibits in HiSAM. Conducting and training in emergency procedures for artworks. Rotated artworks at State Capitol and selected neighbor islands. Accepted reappointment to WESTAF's Multicultural Advisory Committee. Continued publications, published monthly E-newsletter and launched new agency website after hackers infiltrated and damaged website in June 2011.
 - b. One Year (FY2012): Continue partnerships with local, regional and national arts organizations to strengthen the national arts network. Increase federal partnership grant from National Endowment for the Arts (NEA). Represent HSFCA at national and western region leadership meetings. Continue to build online programs with help from

WESTAF. Award grants through the Biennium Grants Program with new funding source from Transient Accommodations Tax (TAT). Complete work of Sculpture Garden. Complete Artist in Residence projects at Nanaikapono and Pomaikai Elementary Schools. Continue linking State Collection to custom Pearl database, composing virtual tours of exhibits in the Hawaii State Art Museum and digitization of collection. Mount at least 2 new exhibits in HiSAM. Travel exhibit(s) as appropriate. Continue service on WESTAF's Multicultural Advisory Committee. Continue publications, publish monthly E-newsletter and further develop agency's website.

- c. Two Years (FY2013): Pending the outcome of transferring the agency to the Department of Business, Economic Development and Tourism (DBEDT), projects and goals listed here may be subject to change. The agency will also embark on developing a new strategic plan effective FY 2014-FY2018. The plan is a requirement to qualify for federal funding. Continue partnerships with local, regional and national arts organizations to strengthen the national arts network. Maintain federal partnership grant from National Endowment for the Arts (NEA). Represent HSFCFA at national and western region leadership meetings. Complete commissions at UH West Oahu Campus (\$300,000), Manoa Public Library (\$150,000), Kaua'i Community College (\$100,000) and UH Cancer Research Center (\$150,000). Complete Artist in Residence projects at Kipapa, Mokapu and Ka'u/Pahala Elementary Schools, Maui-Waena Intermediate and Ka'u/Pahala High School. Continue to build online programs with help from WESTAF. Award grants through the Biennium Grants Program. Continue linking State Collection to custom Pearl database, composing virtual tours of exhibits in the Hawaii State Art Museum and digitization of collection. Mount at least 2 new exhibits in HiSAM. Travel exhibit(s) as appropriate. Continue publications, publish monthly E-newsletter and further develop agency's website.
- d. Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and

programming may take on new directions, which will be delineated with statewide input in the new plan.

2. Goal #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities.
 - a. Past Year Accomplishments: Conducted acquisition reviews statewide; Performed conservation and maintenance of 36 commissioned works of art statewide. Continued E-newsletter to reach audiences via Internet. Conducted statewide grants workshops and recruited 2 to 4 neighbor island panelists for each of 5 grants review panels. Revised grants guidelines to allow for more focused funding. Continued supporting the UH Statewide Cultural Extension Program (SCEP). Conducted Poetry Out Loud statewide competition (\$20,000). Continued partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide. Developed partnership with Very Special Arts Hawaii and continued attending DCAB meetings.
 - b. One Year: Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue E-newsletter to reach audiences via Internet. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition (\$20,000). Continue partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide. Continue attending DCAB meetings.
 - c. Two Years: Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue E-newsletter to reach audiences via Internet. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition (\$20,000). Continue partnership with DOE and Hawaii Community Foundation to provide \$430,000 to Artists in the Schools Program statewide. Convene at least one Commission meeting in rural Oahu or neighbor island venue. Continue attending DCAB meetings.

- d. Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.
3. Goal #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners.
- a. Past Year Accomplishments: Toured “Ho‘oulu: The Inspiration of Hula” to the Maui Arts and Cultural Center in November 2010. Concluded 8 Folk Arts Apprenticeships at \$40,000 for second year of studies. Provided funding for 10 new folk arts apprenticeships in the traditional arts of Hawai‘i and the Pacific; continued supporting effort to establish the Museum of Hawaiian Music and Dance. Implemented second year of funding for “Ka Hana Kapa.” A project with Halau o Kekuhi displaying kapa costumes at the 2011 Merrie Monarch Festival. Launched new project with NEA funding: “Hawaiian Performing Arts Youth Outreach,” involving Na‘alehu Theatre, 12 Hawaiian performing artists and more than 3,000 predominantly Hawaiian youth and family members. Project cost: \$38,000.
 - b. One Year: Begin 10 new Folk Arts Apprenticeships at \$60,000 for two years of study in the traditional arts of Hawaii and/or the Pacific. Continue supporting effort to establish the Museum of Hawaiian Music and Dance. Third and final year of “Ka Hana Kapa” project with the completion of a video documentary of the project. Launch new program, “Folk & Traditional Arts Learning Grants” for youth. Two grants to be awarded; budget \$20,000. Continue new project with NEA funding: “Hawaiian Performing Arts Youth Outreach,” with increased funds at \$50,000.
 - c. Two Years: Second year of Folk Arts Apprenticeships in the traditional arts of Hawaii and/or the Pacific. Continue supporting effort to establish the Museum of Hawaiian Music and Dance. Possible promotion of “Ka Hana Kapa” video documentary of the project. Continue Folk &

Traditional Arts Learning grants for youth. Two grants to be awarded; budget \$20,000. Continue new project with NEA funding: "Hawaiian Performing Arts Youth Outreach," with increased funds at \$50,000.

- d. Five Years: The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.
4. Goal #4 – To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students.
- a. Past Year Accomplishments: Implemented four ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on O'ahu and Maui. Continued Artists in the Schools Program (\$430,000). Continued Art Bento- hands-on art exercises for students with HiSAM tours; continued Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children statewide.
 - b. One Year: Implement four ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on Oahu and Maui. Continue Artists in the Schools Program (\$430,000). Continue Art Bento- hands-on art exercises for students with HiSAM tours; continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children statewide.
 - c. Two Years: Implement four ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on Oahu and Maui. Continue Artists in the Schools Program (\$430,000). Continue Art Bento- hands-on art exercises for students following HiSAM tour;

continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children statewide.

- d. Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.
5. Goal #5 – To develop the Hawaii State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities.
- a. Past Year Accomplishments: Mounted 2 new exhibitions in HiSAM. Continued Art Bento - hands-on art exercises for students following HiSAM tours. Continued Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM. Continued museum tours for school children statewide. Continued First Fridays/Live for the Lawn events. Continued digitizing and documenting State Collection. Performed outreach for HiSAM and the Art in Public Places Program through art acquisition selection visits statewide. Prep for visit of APEC Conference participants in FY 2012.
 - b. One Year: Mount 2 new exhibitions in HiSAM. Continue Art Bento - hands-on art exercises for students with HiSAM tours; continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM. Continue museum tours for school children statewide. Reestablish First Fridays/Live for the Lawn events. Continue digitizing and documenting State Collection. Perform outreach for HiSAM and the Art in Public Places Program through art acquisition selection visits statewide. Host APEC Conference participants at HiSAM in Fall 2011.
 - c. Two Years: Mount 2 new exhibitions in HiSAM. Continue Art Bento - hands-on art exercises for students with HiSAM tours. Continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in

HiSAM. Continue museum tours for school children statewide. Continue First Fridays/Live for the Lawn events. Continue digitizing and documenting State Collection. Perform outreach for HiSAM and the Art in Public Places Program through acquisition selection visits statewide.

d. Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.

IV. Performance Measures

- A. Customer Satisfaction measure – The SFCA Folk Arts Program was reviewed by an advisory committee and recommendations were forwarded to the SFCA Commission. The SFCA grants program is evaluated through panelist evaluations and through continued assessment by the SFCA grants review committee. Final project reports from contracting organizations provide both the SFCA and the NEA with comparative data regarding the effectiveness of grant activities in the community. Grants applications and all contract forms were placed online at our agency's website. Museum exhibitions are evaluated through attendance, independent visual arts reviewers, media coverage, and SFCA debriefings. Arts education activities are reviewed through evaluations from teachers and teaching artists.
- B. Program Standard measure – Assessed effectiveness of strategic plan implementation through ongoing benchmarking process. Aligned proposed FY 2012 agency projects and FY2012 grants projects with strategic plan. Assessed competitiveness of federal partnership application. Launched new official logo to brand agency in accordance with a Communications Plan conducted in FY 2009. Worked with Dr. Kim Payton to build an ongoing dialogue concerning the agency's transition with 35% fewer staff and to ensure a cohesive working environment. The agency's much needed reorganization is on hold pending the outcome of the proposed transfer of the agency from DAGS to DBEDT.
- C. Cost Effectiveness measure – Continue to provide programs and services capable of reaching a broad-based constituency; assess the amount of staff time involved in providing these services and implementing programs; monitor audience and participant group attendance at SFCA

supported/sponsored events; target specific populations such as immigrant populations, youth/students, and underserved communities. Develop new mechanisms to evaluate cost effectiveness of TAT funds. Subscribed to new WESTAF research project that provides statistical comparisons that reflect the impact of arts spending on state economy.